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## NATIONAL FOREIGN INTELLIGENCE BOARD

WASHINGTON, D.C. 20505

Executive Registry

84- 9673/2

ATT ER 84-9673/1  
ER 84-9673  
DDI 84-05404  
DCI/ICS 84-4349  
1 November 1984

MEMORANDUM FOR: National Foreign Intelligence Board

SUBJECT : DCI Exceptional Intelligence Analyst Program

1. Five years ago, the DCI Exceptional Intelligence Analyst Program was created to improve the quality of intelligence analysis by giving promising midcareer professionals the opportunity to personally tailor a project to sharpen their analytical skills and provide for their professional development. Projects have included sabbaticals at home or abroad, university study, independent research, or temporary assignments to other government agencies.

2. The Program is administered by the Intelligence Community Staff's Planning and Policy Staff in close collaboration with your agencies. Projects can last up to two years and all special expenses are underwritten by the Intelligence Community Staff. Salaries are the responsibility of the analysts' parent organizations. In the past, approximately 15 professionals participated annually at an average cost of  per person.

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3. I am committed to improving intelligence analysis and, having reviewed the Exceptional Analyst Program and related programs, am convinced that this program can be improved. While the benefits of the present program are obvious, I also would like more analysts to participate, for shorter periods, with more focus on issues of immediate importance and concern. Therefore, I also welcome proposals for projects of shorter duration, and I have asked the IC Staff to respond flexibly to these ideas when they are received. Further guidance will be provided about this year's program through a brochure which will be sent to your training offices.

4. I strongly urge each of you to nominate your best people; their absence eventually will pay off handsomely in the new perspective, creativity, and knowledge they bring back to their work.

  
William J. CaseyDCI  
EXEC  
REG

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Central Intelligence Agency



Washington, D.C. 20505

Executive Registry

84 - 9673/1

1 November 1984

MEMORANDUM FOR:

[redacted]  
Director, Intelligence Community Staff

25X1

FROM

: Director of Central Intelligence

SUBJECT

: [redacted] Follow-up on In Search  
of Excellence

25X1

REFERENCE

: Your Memorandum, dtd 18 Sept 84, Same Subject

1. Thank you for your thoughts on [redacted] ideas about streamlining the Production Enhancement program. Based on your comments and those of others, here is what I'd like to do. First, I support the Production Enhancement program. I would like it to be administered by the IPC. I would like to "fence" on the order of [redacted] in the 1986 budget to be applied to innovative production enhancement initiatives in the least bureaucratic and most straightforward way possible. The idea would be to make no decision on the allocation of these funds until we get to 1986, then to use the IPC to vet the various proposals. I also think we should continue to look at the ideas that come out of the current program call and see whether any of them merit our support in the FY 1986 NFIP submission. I would like the IPC to publicize the availability of flexible funds which can be allocated to worthy projects, assuming that we get through next year's budgetary hurdles, and be able to make decisions with a minimum of red tape.

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2. With respect to the Exceptional Intelligence Analyst program, I accept your point that it is a program for the development of individual analysts and that a competitive annual selection process is fully appropriate. But I am also most anxious to assure that shorter term, less ambitious proposals with potential for developing our analysts are given an equal opportunity to compete. It seems to me there are lots of ways we can use this program to improve the skills and capabilities of our analysts in shorter time periods. I have signed the memorandum to the NFIP principals to get this underway and I would like you to circulate specific implementing instructions to convey my sense of how this program should be run.

 A handwritten signature in dark ink, appearing to read "William J. Casey".
 

William J. Casey

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Executive Registry

84 - 9673

30 October 1984

MEMORANDUM FOR: Director of Central Intelligence

VIA: Deputy Director of Central Intelligence

FROM: [REDACTED]  
Executive Director

25X1

SUBJECT: Production Enhancement Initiatives and Exceptional Intelligence Analyst Programs

REFERENCE: Your Memorandum, [REDACTED] Follow-up on In Search of Excellence," dated 8 August 1984

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1. Here, again, are suggestions for making the Subject programs more responsive. I suggest you do the following:

- Continue the Exceptional Analyst program administered by the IC Staff but increase the flexibility of its administration. All agree that the program is for developing analysts and that it works well as an annual competition. But there is no reason why it can't function equally well as a development vehicle for analysts with more immediate, shorter term, proposals. A memorandum from you to the NFIB members is attached and will start the process this year.
- You will shortly receive Production Enhancement ideas from the IC Staff for inclusion in the 1986 budget. We're well into the current cycle on this, and to throw out entirely what has been done to date would not be wise, even though [REDACTED] memo has many valid points. There is, however, a way to introduce lots more flexibility into the process now. I suggest you fence about [REDACTED] in the FY 1986 budget for production enhancement to enable us to respond quickly to late-blooming ideas without waiting for the annual budget process. Further, I suggest we accept everybody's suggestion and make the Intelligence Producers Council the mechanism which will decide how to spend this [REDACTED] and that we specifically ask the IPC to publicize the program and hold the bureaucratic red tape to an absolute minimum.

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2. Attached is a revised memorandum from you to [REDACTED] conveying these decisions.

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Atts: 1. Memo to NFIB Members  
2. Memo to [REDACTED]

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DDI #05404-84  
19 September 1984

NOTE TO: Director of Central Intelligence  
FROM : Deputy Director for Intelligence  
SUBJECT: The Attached

1. The proposal Al sent you essentially conveyed my recommendations to him. While a small group of us such as you list could profitably judge proposals for production enhancements from people in CIA, I believe other agencies would insist that some representative of theirs be involved in making the decision on proposals involving their employees. I think politically it would be unwise to have a wholly CIA group make decisions on proposals from DIA, NSA, etc. (C)

2. It seems to me that for these proposals, therefore, the IPC offers the least bureaucratic approach. Presently, initiatives for production enhancements must be staffed through the home agency bureaucracy, then the IC Staff bureaucracy, then our Comptroller's office and then the DCI/DDCI front offices. They are also reviewed by the IPC. Thus, as you already know, the present system is extremely bureaucratic. (C)

3. What I recommended, and what I believe Al is proposing, is that the Community be informed that [redacted] production enhancement money will be set aside for individual initiatives in keeping with the "In Search of Excellence" program. What you would be proposing is that any analyst in the Community could send an initiative or an idea directly to the IPC without any other staffing and the IPC (on which DIA, NSA and INR are represented at the senior level) could make a decision then and there on whether or not to fund it. There would be a minimum of bureaucracy and the delay would be no more than two to four weeks at the very outside. It would involve the other agencies agreeing to bypass all of their own bureaucracy to allow these proposals to be carried out if approved by the IPC. This seems to me about as clean as we can make it on a Community basis. (C)

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4. Your suggestion for a group to review initiatives, funding task forces, and so forth, seems to me though a useful

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notion in terms of CIA, not just for production enhancement, but for ideas generally. What would you think about a notice going out saying that anyone that has an idea or initiative relating to any aspect of the operation of the Agency could send it directly to you, John or the EXDIR and then a small group of us could meet and make a decision on it in very short order in terms of whether its feasible or not. I doubt that there would be an overwhelming number of ideas coming up but the mere availability of such a direct channel could help overcome the reluctance of some to offer ideas because of the red tape involved. But, again, it seems to me this kind of approach might be considered both more broadly than and separately from the production enhancements.  
(C)



Robert M. Gates

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DCI/ICS 84-4349

18 September 1984

MEMORANDUM FOR: Director of Central Intelligence

FROM:

[redacted]  
Director, Intelligence Community Staff

25X1

SUBJECT:

[redacted] Follow-up on In Search of Excellence

25X1

REFERENCE:

Your memo, dtd 8 August 84, same subject

1. As we recently briefly discussed, we have received comments on your request regarding [redacted] paper from the DDI, the CIA Comptroller, and the Director, OSWR. In summary, their comments, as well as my own views, are as follows:

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- [redacted] points regarding the Production Enhancement Initiative Program are valid and we should accommodate them by structuring a new program which will stimulate creative ideas in the production area that can quickly be approved and funded by an unencumbered system with the requisite authority. The new program should begin with a fairly modest [redacted] funding per year.

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- Put the Intelligence Producers Council in charge. Permit the analyst to submit ideas for funding directly to the IPC without the need for other management approval. This approach should meet your objectives of quick turn around and permit implementation approval within a month or so. The IPC should also assume budgetary responsibility for the program.

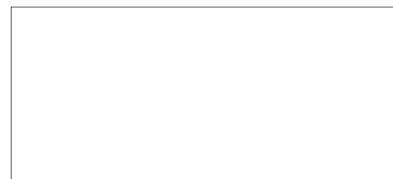
- Retain the existing Production Enhancement Initiative Program to meet the needs of the exploitation of longer term, institutional ideas. You may wish to task the IPC to conduct a continuing review of the substance and quality of the Program and a recommendation regarding its longer term continuation in its present form.

- Lastly, we recommend you retain the Exceptional Intelligence Analyst Program (EIAP) essentially as it is and initiate requests to Departments and Agencies for 1985 nominations. Since this program is essentially a training program for the development of individual analysts and their skills, it is believed that an annual competitive process is appropriate.  
(C)

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2. If you concur in the recommendations presented above, we will initiate the necessary implementing actions. In order to get the FY 1985 EIAP underway, a customary memorandum for NFIP members is attached for your signature. (U)



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Attachment:  
a/s

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SUBJECT: Gordon Oehler's Follow-up on In Search of Excellence

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DCI/ICS/PPS/ (11 September 1984)

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*Some one hasn't  
gotten the message that this should be  
more dynamic,  
responsive & flexible*

23 October 1984

MEMORANDUM FOR: Director of Central Intelligence

VIA : Deputy Director of Central Intelligence

FROM :   
Executive Director

SUBJECT : Production Enhancement Initiatives and Exceptional  
Intelligence Analyst Programs

REFERENCE : Your Memorandum,  Follow-up on In  
Search of Excellence," dated 8 August 1984

You asked me to look at the attached package which began with  suggestion that we clear away some bureaucratic underbrush around the Exceptional Intelligence Analyst and Production Enhancement programs. I suggest you do the following:

- Keep the Exceptional Analyst program essentially as it is now, administered by the IC Staff. All agree that the program is designed to train analysts and that it works well as an annual competition. A memorandum from you to the NFIB members is attached and will start the process this year.

- You will shortly be receiving Production Enhancement ideas from the IC Staff for inclusion in the 1986 budget. We're well into the current cycle on this, and to throw out what has been done to date would not be wise.  memo is filled with valid points, but the program as structured has some utility. I would suggest, however, that you fence about  in the FY 1986 budget to enable us to respond quickly to late-blooming ideas without waiting for the annual budget call. Further, I suggest we accept everybody's suggestion and make the Intelligence Producers Council the mechanism which will decide how to spend this  and that we specifically ask the IPC to publicize the program and hold the bureaucratic red tape to an absolute minimum. The IPC should also be flexible enough to entertain a proposal by an individual analyst to go off somewhere to receive training--separate from the formal Exceptional Analyst program. Attached is a memorandum from you to  conveying this decision. The note also includes the idea that next year we take the IC Staff totally out of the approval process for the Production Enhancement program, using the IPC to vet the various ideas.

Atts: 1. Memo to NFIB members  
2. Memo to

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5 October 1984

MEMORANDUM FOR: Director of Central Intelligence

VIA : Deputy Director of Central Intelligence *gmm/hr*FROM : [REDACTED]  
Executive Director

25X1

SUBJECT : Production Enhancement Initiatives and Exceptional  
Intelligence Analyst ProgramsREFERENCE : Your Memorandum, [REDACTED] Follow-up on In  
Search of Excellence," dated 8 August 1984

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You asked me to look at the attached package which began with [REDACTED] suggestion that we clear away some bureaucratic underbrush around the Exceptional Intelligence Analyst and Production Enhancement programs. I suggest you do the following:

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- Keep the Exceptional Analyst program essentially as it is now, except that the IPC administer it instead of the IC Staff. All agree that the program is designed to train analysts and that it works well as an annual competition. It is appropriate, however, that the production managers on the IPC be responsible for selecting the winners. A memorandum from you to the NFIB members is attached and will start the process this year.

- You will shortly be receiving Production Enhancement ideas from the IPC Staff for inclusion in the 1986 budget. We're well into the current cycle on this, and to throw out what has been done to date would not be wise.

[REDACTED] memo is filled with valid points, but the program as structured has some utility. I would suggest, however, that you fence about [REDACTED] in the FY 1986 budget to enable us to respond quickly to late-blooming ideas without waiting for the annual budget call. Further, I suggest we accept everybody's suggestion and make the Intelligence

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Atts: 1. Memo to NFIB members  
2. Memo to [REDACTED]

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